

09/24/2009

Colleagues,

We are fast approaching the new fiscal year and my six months as Assistant Secretary for Environmental Management (EM). I am learning the deeper truth in my words to you in my June message – ours is not easy work. My appreciation grows each day for your efforts, your dedication to this Nation and your sacrifice. Our pending reorganization should help ease our efforts here at Headquarters and facilitate the interactions with the sites. The National Treasury Employees Union Chapter 213 and Chapter 228 have completed their reviews of the proposed reorganization. The reorganization package is now moving through the Department's review process; we are striving for an October 11<sup>th</sup> implementation. The organization chart is attached for your information.

In planning for the coming year, we have been developing metrics based on the five ***EM Management Initiatives*** mentioned in my June message. Those initiatives were developed by our senior management team, and I want to again bring them to your attention. They are:

- ***Improving safety performance toward a goal of zero accidents/incidents***
- ***Achieving excellence in leadership so that EM becomes an employer of choice***
- ***Improving project performance to deliver EM projects on time and within cost***
- ***Improving alignment between EM Headquarters and Field Offices to streamline decision-making and improve program efficiency***
- ***Establish strategic options for the EM portfolio to reduce the lifecycle cost and schedule of the program***

Metrics for each of these will be one of the means by which we measure our progress for the coming year. Attached are two files with more details on these goals, objectives and metrics. These will be used in addition to our existing overall corporate life-cycle completion metrics.

There is great acceptance and appreciation of our goals, and it is important for all of us to be aware of, embrace, and work to achieve the goals and metrics for the five EM Management Initiatives. Each of us plays an important part in the day-to-day activities necessary to achieve these goals, and each of us shares in the stewardship of one of the largest and most important Federal programs in the nation – cleaning up the Cold War Legacy.

The reorganization package and the development of our performance metrics are all part of our Journey to Excellence. As I have challenged each of you before, I again ask for your commitment to our path to achieve excellence and make our goals a reality.

Warmest Regards,

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